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February 6, 2004

To: Supervisor Don Knabe, Chairman
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Supervisor Michael D. Antonovich

From: David E. Janssen, Chair 
County of Los Angeles Strategic Plan Guiding Coalition

COUNTY STRATEGIC PLAN 2003 ANNUAL REPORT

I am pleased to submit this report as Chair of the County of Los Angeles Strategic Plan Guiding Coalition. Your Board unanimously approved the initial County Strategic Plan in November 1999. As requested by your Board, we have provided annual reports on implementation of the countywide plan since that time. Last December, we recommended the first revisions to the Plan which were adopted by your Board on December 17, 2002. These included the addition of a Mission Statement – ***to enrich lives through effective and caring service*** – three new programmatic Goals – ***Community Services, Health and Mental Health, and Public Safety*** – and various new strategies for the existing Goals. This memorandum and the attachments provide a report on the highlights of the accomplishments for 2003 including:

- Guiding Coalition Leadership of Strategic Plan implementation, including Executive Strategic Planning Conferences;
- Roll-out of the *Performance Counts!* countywide performance measurement reporting framework ; and
- Results of a survey of County executives on this office's leadership of the County's strategic planning and performance measurement initiatives.

Guiding Coalition Leadership of Strategic Plan Implementation

The Guiding Coalition (GC) of County executives continued to meet monthly to assess Strategic Plan implementation, address barriers and challenges, and plan for future activities. After your Board's adoption of the revised Strategic Plan in December 2002, the GC established a new structure to manage and monitor Plan implementation that involved a broad spectrum of County executives. For each Goal, a department head voluntarily assumed responsibility to serve as the Goal Leader with overall responsibility for overseeing implementation and reporting to the GC. Strategy Action Teams, consisting of managers from departments with primary responsibility for implementation activities, were convened for each Goal Strategy to assist the Goal Leaders. At the monthly GC meetings, Goal Leaders provided status reports on implementation. Attachment I provides an Executive Summary of implementation accomplishments for 2003, and Attachment II provides the full Goal Leader reports.

Implementation efforts during 2003 focused on:

- Increasing awareness and understanding of the Strategic Plan, Vision, and Mission throughout the County organization;
- Clarifying linkages among critical County programs/projects to the Plan including developing stronger linkages to the Management Appraisal and Performance Plan (MAPP), the Children and Families Budget, the *Performance Counts!* performance measurement reporting framework, and the County Progress Report.

Major highlights of year 2003 accomplishments include:

- Piloting and implementing the *Performance Counts!* performance measurement reporting framework for the 2004-05 County Proposed Budget;
- Surveying thousands of County employees to establish baseline data for employee basic training needs and employee well-being and organizational commitment; and
- Defining the eight County values espoused in the County Vision Statement in terms of expected employee behaviors.

Executive Strategic Planning Conferences Sponsored by the Guiding Coalition

The GC sponsored two executive Strategic Planning Conferences in 2003. The first was held on June 19, 2003 and the second on December 4, 2003.

▪ *June 19, 2003 Conference*

The conference in June focused on evaluating the results of four departmental pilots initiated in January 2003 to test and design a common countywide framework for performance measurement reporting, now known as *Performance Counts!* The pilot was consistent with revised Strategic Plan Goal 3, Strategy 2 to design and implement a countywide framework for performance measurement by June 30, 2004, as well as the initial Strategic Plan Strategy to measure services for results. Furthermore, the approved framework supports the County Mission Statement – *to enrich lives through effective and caring service* – by placing equal emphasis on developing measures to assess what results were achieved and how well those results were achieved. An aggressive countywide roll-out plan to coach and train department staff on *Performance Counts!* was set in motion in July 2003, beginning with a countywide orientation session and with the intent of including *Performance Counts!* reporting in the 2004-05 Proposed Budget.

Building on the County's focus on results, June conference participants also addressed identifying countywide indicators to measure progress toward achieving defined outcomes for the countywide Goals. These indicators and the method and responsibility for data gathering are issues that are still under discussion.

▪ *December 4, 2003 Conference*

Defining a values-driven organization was a major theme of the December 4 conference. Although the County has had a Vision Statement since your Board's approval of the initial County Strategic Plan, the values espoused in the Vision had never been defined in terms of expected employee behaviors. Preceding the conference exercise to define the values, the attendees discussed progress the County has made in moving from a silo, input/outputs driven, mechanistic organization toward a collaborative, results/outcomes driven, and learning organization. The shared values definitions resulting from Conference discussions reflect the movement and progress of the County as a values-driven organization.

Shared County Values

A Can-Do Attitude: we approach each challenge believing that together a solution can be achieved.

Accountability: we accept responsibility for the decisions we make and the actions we take.

Compassion: we treat those we serve and each other in a kind and caring manner.

Commitment: we always go the extra mile to achieve our mission.

Integrity: we act consistent with our values.

Professionalism: we perform to a high standard of excellence.

Respect for Diversity: we value the uniqueness of every individual and their perspective.

Responsiveness: we take the action needed in a timely manner.

These definitions were confirmed by the GC at their February 3, 2004 meeting. Conference discussion also focused on developing recognition programs to honor and celebrate employee teams that demonstrate the County's values in providing public service supporting County Strategic Plan Goals. In the spirit of celebration and recognition, a *Performance Counts!* Honor Roll containing the names of several hundred departmental staff who participated in the roll-out was "rolled-out" in recognition of the collaboration and team work required to accomplish the large workload in a short period of time frame. The Honor Roll reflected 542 names.

Roll-Out of *Performance Counts!* Countywide Performance Measurement Reporting Framework

One of the most significant undertakings this past year was the piloting of a common performance measurement reporting framework January through June 2003 in four departments — Community and Senior Services, Human Resources, Internal Services, and Public Works — and the roll-out of the finalized framework, *Performance Counts!*, to all County departments. The framework and roll-out plan was endorsed by the GC at its June 2003 Executive Strategic Planning Conference. Countywide roll-out was accomplished via an intensive effort utilizing six consultant coaches working with departments in six assigned roll-out groups. Consultant coaches provided training and guidance for individual departments, as well as group meetings, totaling over 130 sessions. Staff from the four pilot departments served as mentors for designated departments and roll-out groups during the roll-out.

The *Performance Counts!* framework includes the following reporting components:

1. **Program Definition** – A service/intervention that is provided for a specific client base to achieve a defined end result/change for those clients.
2. **Program Result Statement** – A statement of the intended consequence from the specific services or interventions provided for a specific population served.
3. **Program Indicators** – A measure, for which data is available, that reflects the achievement of the program result.
4. **Operational Measures** – A measure of how well a program, agency, or services system is working. Measures can reflect the traditional means of evaluating resources involved in the process such as input, workload/output and efficiency.

The goal for the roll-out was that departments would identify their *Performance Counts!* programs and develop measures for as many programs as possible for inclusion in the 2004-05 Proposed Budget. Excluding the four pilot departments that served as mentors to departments during the roll-out, the assessment for the consultant coaches indicates that:

- 70 percent of departments defined program results, indicators, and operational measures for 90-100 percent of their budget programs;
- 16 percent of departments defined program results, indicators, and operational measures for 60-89 percent of their budget programs;
- 14 percent of departments defined program results, indicators, and operational measures for less than 60 percent of their budget programs.

Considerable progress was made in 2003, but additional effort will be required in 2004-05 to complete development of indicators and measures for all budget programs and gather supporting data.

Leadership Survey

The primary *Performance Counts!* indicator identified for this office for the 2004-05 Proposed Budget is a rating of the leadership provided for the County's strategic planning and performance measurement initiatives. In this regard, this office recently sent a survey to the Board deputies that participate as members of the GC and all department heads. The survey questions were in the areas of: 1) services and support

provided by the Strategic Plan support team in this office, including services provided by consultants; 2) direction and leadership provided by the GC; 3) *Performance Counts* roll-out; and 4) general elements of the strategic planning and performance measurement implementation. Respondents were requested to rate the various items on a scale ranging from "Strongly Disagree" to "Strongly Agree", or to indicate "Not Sure". The results, as reflected in Attachment III indicate a broad range of opinions on not only leadership of the effort, but also the value of the various efforts. Analysis of the data indicates that:

- Responses concerning various aspects of the Strategic Plan implementation are generally positive.
- Responses to certain items and some supplemental comments indicate a need to enhance communication, education and feedback activities.
- The number of "Not Sure" or "Disagree" responses to GC leadership items and an item concerning departmental "buy-in" to the County's strategic planning process suggests that the facilitation and direction provided by the GC should be enhanced. The data also suggests that concerted efforts to actively involve more departments and department heads in the process might prove beneficial.

These results will help focus the activities of the GC and the strategic planning support team in 2004.

Conclusion

I am pleased with the progress made during 2003 in addressing our County's Strategic Plan Goals. During GC meetings and conferences, there has been considerable discussion on both the value of strategic planning and the difficulty of managing day-to-day work and the often intensive work required for strategic planning efforts. After each such discussion, the group affirms that, in fact, strategic planning is part of our day-to-day activities. We are facing enormous challenges in 2004-05 and I am confident that the difficult decisions we make to address the fiscal crisis will be better decisions based on our Strategic Plan focus and our determination to remain accountable to the public for the results we achieve.

The GC is currently engaged in discussing proposed strategic priorities for 2004 beyond continued implementation of Board-adopted Goals and Strategies. We plan to advise your Board of the outcome of these discussions in the near future, including identification of any proposed Strategic Plan revisions requiring Board approval, as appropriate.

Each Supervisor
February 6, 2004
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If you have any questions, please call me or your staff may contact Lari Sheehan of my staff at (213) 974-1174.

DEJ:LS
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Attachments (3)

- c All Department Heads
 - Chair, Commission for Children and Families
 - Chair, Los Angeles County Children's Planning Council
 - Chair, Los Angeles County Citizens' Economy and Efficiency Commission
 - Chair, Los Angeles County Small Business Commission
 - Chair, Quality and Productivity Commission
 - Departmental Strategic Plan Contacts (**via electronic mail**)

EXECUTIVE SUMMARY
COUNTY STRATEGIC PLAN 2003 ANNUAL REPORT

During 2003, implementation of the County Strategic Plan was monitored and guided by the Guiding Coalition (GC) which is comprised of the chief deputy/chief of staff from each Board office and 13 department heads committed to the County's strategic planning effort. For each of the eight Goals, a department head took responsibility to serve as the Goal Leader to oversee implementation progress. Each supporting Strategy was lead by a Strategy Action Team comprised of other County executives, managers and staff. Goal Leaders provided implementation status reports during the monthly meetings of the Guiding Coalition for concurrence and/or further direction. Highlights of the accomplishments in 2003 are summarized below. Full reports for each Goal follow (Attachment II).

Goal 1: Service Excellence: Provide the public with easy access to quality information and services that are both beneficial and responsive.

- The 2003-04 Business Automation Plans for each department included at least one service to be web-enabled and delivered to the public/employees via the Internet/Intranet.
- Service delivery standards for all major programs were developed and recommended to the GC by the Administrative Deputies Network consistent with the standards established by the New Directions Task Force for the health and human services departments.

Goal 2: Workforce Excellence: Enhance the quality and productivity of the County workforce.

- Departments and employees were surveyed to complete an initial assessment of basic and specialized/technical training needs, and to establish baseline data for employee well-being and organizational commitment. Analysis is underway with recommendations targeted for early 2004.

Goal 3: Organizational Effectiveness: Ensure that service delivery systems are efficient, effective and goal-oriented.

- A countywide framework for performance measurement reporting, *Performance Counts!*, was piloted and implemented for the County's 2004 Proposed Budget.
- A comprehensive plan to convey a simple message that highlights to the public and County employees the positive impact the County has been partially implemented including:
 - Board-approval of the County motto "Enriching Lives" which captures the essence of the County's Mission Statement, "enriching lives through effective and caring service."
 - Posting of the County seal at the entrance of County facilities as well as in public meeting rooms and primary conference rooms, as funding is available.
 - Inclusion of monthly articles in the *County Digest* featuring County service programs that are "Enriching Lives."
 - Production of County Ambassador tool kits for distribution to County employees high lighting the County's Mission, Vision, and Strategic Plan goals.
- A countywide survey was conducted to determine areas for improvement of department support services which would maximize the ability of departments to focus on their core missions. Pilots underway or concluded include:

- Auditor-Controller pilot to determine if a countywide approach to monitoring social services contractors with expert supervision would be more effective than departmental monitoring.
- Auditor-Controller and Internal Services supervision of Sheriff Department's purchasing and contracting services to test whether temporary expert assistance is a viable approach to correct support services problems.
- Department of Human Resources' assumption of the personnel function of the Department of Children and Family Services (DCFS) testing the "receivership" approach to resolving severe department support services problems. Pilot ended due to lack of funding in DCFS.
- Evaluation of potential for implementing "shared services" (consolidating departments support services) to obtain "economies of skill" and "economies of scale."
- Redesign of the process and communications between the Chief Administrative Office, Department of Human Resources, and departments on classification, compensation and collective bargaining including establishment of a joint Human Resources Executive Management Committee empowered to jointly and rapidly resolve high priority departmental classification, compensation, and employee relations issues.

Goal 4: Fiscal Responsibility: Strengthen the County's Fiscal capacity.

- Development of a plan to financially stabilize the County that includes stabilizing the Department of Health Services by 2005-06 is facing new challenges as a result of the continuing State budget crisis.
- A County team is working with the State and the Administrative Office of the Courts to develop and implement procedures for the transfer of court facilities.
- Several major facility studies have been completed to update major maintenance and structural requirements for the County's highest priority real property assets and departmental progress toward meeting American with Disabilities Act goals.

Goal 5: Children and Families' Well-Being: Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

- A Centralized Eligibility List is fully operational with a database of over 80,000 children's records to increase access to the full-range of subsidized child care services for income-eligible families.
- A Multi--Disciplinary Assessment Team pilot is underway to provide assessments of child/family strengths and possible service needs within 30-45 days after child enters out-of-home placement in foster care or juvenile justice system detention facilities to support family engagement, placement stability, service planning, and permanency.
- Completed pilots for a Universal Face Sheet (UFS) and the Most Commonly Required Fees and Documents (MCRD) as service integration tools. The New Directions Task Force (NDTF) renamed MCRD to *Accessing Health and Human Services Programs* and approved ongoing use in November 2003. The UFS data elements have been referred to the Data/Information Sharing Workgroup and will also be made available through the

Los Angeles Services Identification and Referral software application (LASIR) for clients to download, complete, and bring to various intake facilities.

- Completed and analyzed initial survey of 13,000 child care providers and shared results with collaborative partners (child care resource and referral agencies in an effort to increase the capacity of child care providers and programs to appropriately serve children with disabilities and other special needs.
- Issued Customer Service and Satisfaction Standards approved by NDTF for health and humans services departments.
- In June 2003, following a First 5 LA Board directive, staff developed a framework for a child maltreatment prevention initiative called "Partnerships for Families."
- In September 2003, the Board of Supervisors adopted the 2003-2004 Child Care and Development Strategic Plan to improve the capacity, accessibility and quality of child care and development services.
- In January 2003, the Board of Supervisors adopted the Long-Term Care (LTC) Strategic Plan to improve outcomes for elderly and disabled adults.
- The NDTF approved a preamble to be included in all health and human services contracts affirming commitment to public and private cross-agency focus on improving outcomes for children; developed a contracting resources guide/business card to promote greater understanding of the contracting process throughout the community and encourage more widespread responses to County contract solicitations.
- A comprehensive action plan has been developed by the Department of Children and Family services to reduce the length of stay for children in out-of-home care through reunification, relative caregiver guardianship, or adoption.
- The Children and Families Budget effort has been supported with training and one-on-one consultation on development of individual performance measures and budgets for decision making and strategic planning.

Goal 6: Community Services: Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

- A Community Services Task Force has been established to provide leadership and direction for implementation of the "Strategic Plan for Municipal Services.
- A number of models for delivery of community-specific municipal services are underway including the following: Strategic Services and Lead Department; Emergency Management Planning and Response; Civic Center; Economic Development; Access, including the *Community Connection* publication, Help-Line and Community Websites.
- Pilot projects are underway to develop and implement a "train the trainer" program that will cross train all County code enforcement staff in code enforcement disciplines as well as provide adequate information to enable code enforcement staff to recognize signs of, and alert appropriate County agencies to, health and humans services issues such as abuse of children, seniors, and dependent adults.

Goal 7: Health and Mental Health: Implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.

- Development of a solicitation for the Unique Unified Person Identifier is underway, although delayed. A project manager was hired in October 2003. Work is underway to clearly define the integration between the vendor solution and existing Department of Health Services (DHS) and Department of Mental Health (DMH) subsystems.
- DHS and DMH have worked to identify a common set of shared clients and the common diagnoses of these shared clients. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical diagnosis and a psychiatric diagnosis and develop indicators to more efficiently manage this patient population.

Goal 8: Public Safety: Increase the safety and security of all residents in Los Angeles County through a well-coordinated, comprehensive response and recovery plans for terrorist incidents.

- The County's Terrorism Response and Management Plan was updated to adopt a plan to mitigate the vulnerability of the County's buildings and key infrastructure facilities, systems and networks to all types of terrorist attacks, and to address the safety and protection of the community from cyber-terrorism, weapons of mass destruction, and emerging threats.
- Applications for Federally-funded, reimbursable monies from the Office of Homeland Security, Office of Domestic Preparedness, have been received and accepted by the Board on November 13, 2003. These funds are for acquiring equipment and delivering training to County first responders.
- Training for first responders, including modules on weapons of mass destruction, is under way. An eight-hour course on Terrorism Awareness is offered monthly to local law enforcement officers and Sheriff's personnel at the Sheriff's Training and Resources Services Center (STARS).
- Revisions were completed to the Los Angeles County Operational Area Terrorism and Management Plan.

COUNTY OF LOS ANGELES

STRATEGIC PLAN GOALS

Status Report

2003

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**COUNTY OF LOS ANGELES ♦ STRATEGIC PLAN GOALS
STATUS REPORT 2003**

GOAL 1: SERVICE EXCELLENCE: Provide the public with easy access to quality information and services that are both beneficial and responsive.

STRATEGY 1: BY DECEMBER 31, 2003, IMPLEMENT USER-FRIENDLY SERVICES.

Objective 1: By March 31, 2003, each department will identify all potential web-enabled services, and develop an action plan to make at least one new departmental service available on the Internet.

Status: COMPLETED

A survey was developed to query departments about the current status and opportunities for web-enabled service offerings. Additionally, in the Fiscal Year 2003-04 Business Automation Plan each department was required to identify at least one service to web-enable and deliver to the public/employees via the Internet/intranet. Fiscal Year 2003-04 Business Automation Plans were completed by departments by March 31, 2003.

Objective 2: By December 31, 2003, each department will implement user-friendly service delivery standards for all major programs.

Status: DELAYED

Service Delivery Standards have been developed and recommended to the Guiding Coalition by the Administrative Deputies Network. The standards were derived from the standards established for the health and human services departments. The standards, when accepted by the Guiding Coalition, will be published and disseminated to all non-health and human services departments for implementation and incorporation in departmental training. The revised completion date is June 30, 2004.

Objective 3: By December 31, 2003, each department will continue existing or implement new programs for customer service training for their employees that include core, standardized components.

Status: ON SCHEDULE

Service Delivery Standards were developed by the Administrative Deputies Network and the Orientation Training program and Customer Service Video that is being coordinated by the Department of Human Resources will address the standards developed for the Health and Human Services Departments as well as other County departments and organizations.

GOAL 2: WORKFORCE EXCELLENCE: Enhance the quality and productivity of the County workforce.

STRATEGY 1: BY DECEMBER 31, 2004, ESTABLISH AN EMPLOYEE DEVELOPMENT SYSTEM THAT IMPROVES THE QUALITY OF THE WORKFORCE BY LINKING TRAINING ACTIVITIES TO IDENTIFIED INDIVIDUAL AND ORGANIZATIONAL NEEDS.

Objective 1: By October 31, 2003, complete an initial assessment of basic and specialized/technical training needs, establish training priorities, and begin implementation of Academy and other programs to meet the most critical needs.

Status: DELAYED

Surveys of departments and employees were initiated. All data has been collected and analyzed. A draft report will be completed by January 2004.

Objective 2: By January 31, 2004, complete an evaluation of Academy and other programs to measure program effectiveness.

Status: ON SCHEDULE

Data has been collected and is being analyzed for each Academy certificate program and primary skill building programs.

Objective 3: By December 31, 2004, begin implementation of each of the following enabling technologies to improve assessment, design and evaluation processes: 1) learning management systems, 2) web-based learning systems, and 3) web-based survey systems.

Status: ON SCHEDULE

Of the three enabling technologies listed, we have focused on the acquisition and implementation of a Learning Management System (LMS) as it will house and provide access to other technologies, web-based learning and web-based survey systems. A project team of 16 County departments, has designed specifications and are in the process of finalizing a Request for Proposal to identify a product suitable for the County. The department of Health Services received a grant which includes \$600,000 for an LMS. Other funding sources are being explored to implement the system Countywide.

STRATEGY 2: BY JULY 31, 2004, BEGIN IMPLEMENTATION OF AN ONGOING PROCESS FOR CONTINUOUS IMPROVEMENT OF THE WORKPLACE ENVIRONMENT AND EMPLOYEE PERFORMANCE.

Objective 1: By August 31, 2003, complete surveys to establish baseline data for employee well-being and organizational commitment.

Status: COMPLETED

Surveys were distributed to a sample of 21,455 employees in March 2003. We received a 29% response rate. Note that surveys are pending for 8,345 represented employees due to bargaining considerations.

Objective 2: By December 31, 2003, analyze survey results and prioritize and select specific initiatives and programs to improve the work environment within available fiscal resources.

Status: ON SCHEDULE

Baseline analyses will be completed by December 31, 2003. Recommendations and discussions with departments related to expanding existing programs, and development of new programs within available resources will begin in January 2004

Objective 3: By July 31, 2004, begin implementation of initiatives and programs to improve the work environment.

Status: ON SCHEDULE

Recommendations and discussions with departments related to expanding existing programs, and development of new programs within available resources will begin in January 2004.

GOAL 3: ORGANIZATIONAL EFFECTIVENESS: Ensure that service delivery systems are efficient, effective and goal-oriented.

STRATEGY 1: BY JUNE 30, 2004, IMPLEMENT A COUNTYWIDE FRAMEWORK FOR PERFORMANCE MEASUREMENT.

Objective 1: By June 30, 2003, complete four performance measurement pilots with departments representative of the range of services provided by County departments.

Status: COMPLETED

By June 30, 2003 these pilot performance measurement projects were completed. The pilot departments reported their experiences, processes, difficulties, and results to all departments at the June 2003 conference.

Objective 2: By June 30, 2004, expand the countywide performance measurement framework to all departments incorporating lessons learned during the pilot.

Status: ON SCHEDULE

In August 2003 Departments were instructed to use an adopted framework for developing performance measures. Consultants met with Individual departments and held group meetings to support departments' efforts. A format was adopted to report the performance measures in the 2003-04 budget with a November 2003 due date.

STRATEGY 2: BY DECEMBER 31, 2007, DESIGN AND IMPLEMENT COMMON SYSTEMS ARCHITECTURE FOR COUNTYWIDE ADMINISTRATIVE SYSTEMS.

- Objective 1: By March 31, 2003, determine the financial feasibility of implementing the Los Angeles County Administrative System (LACAS). If found feasible, obtain Board approval to initiate contract negotiations and finalize a contract for Board approval by June 30, 2003.

Status: DELAYED

The LACAS project was on target until the vendor selected for contract negotiations became involved in a hostile takeover attempt that put the software selected in jeopardy. Negotiations were suspended pending the outcome of this event. The Board was informed that the project team would seek alternative solutions to meet its business needs and this has resulted in the review of the system upgrade of the County's existing system provider. This review process is in progress.

- Objective 2: By December 31, 2005, complete implementation of Phase I of the LACAS project; by December 31, 2007, complete implementation of Phase II.

OR,

- Objective 3: By September 30, 2003, if economic constraints prohibit full achievement of Objective 3.2.1 by June 30, 2003, develop a strategy for proceeding to develop new/replacement systems to meet countywide administrative system requirements within available funds to include: 1) prioritization of administrative systems needs, replacement plans, and sources of funding by a committee of chief deputies/departments heads; and 2) establishment of standards for administrative systems development or replacement to be adhered to by all County departments for applications they develop within their own agency.

Status: DELAYED

At this point the economic constraints issue has not been addressed due to the ongoing efforts to find a solution to LACAS and budgetary uncertainties. The issue of economic constraints will be addressed in the coming months as the new administration in Sacramento develops its strategies to resolve the State's budget crisis.

- STRATEGY 3: BY FEBRUARY 28, 2003, DEVELOP A PLAN TO CONVEY A SIMPLE MESSAGE THAT HIGHLIGHTS TO THE PUBLIC AND COUNTY EMPLOYEES THE POSITIVE IMPACT THE COUNTY IS HAVING.**

- Objective 1: By February 28, 2003, develop a simple message that captures the essence of the new County Mission.

Status: COMPLETED

On August 19, 2003, upon the recommendation of the Guiding Coalition, the Board of Supervisors adopted the phrase "Enriching Lives" as the simple message that captures the essence of the County Mission Statement: Enriching lives through caring and effective service. On the same date, the Board also directed that, as funding is available, the County Seal, Mission Statement/Motto be included in departmental communication mediums, including employee badges, and required the County seal to be posted at the entrance of all County facilities as well as in public meeting rooms and primary conference rooms. The County Seal will soon be displayed in the Board Chamber and outside the Hall of Administration; many departments are posting the Mission Statement/Motto on their stationery and placing the County Seal on buildings and in meeting/primary conference rooms.

- Objective 2: By February 28, 2003, develop a County employee outreach program with the following components: countywide recruitment and community fairs; departmental recruitment; employee orientation; and County employee training.

Status: ON SCHEDULE

The monthly County Digest, which is distributed to every County employee, includes articles which feature County service programs that are "Enriching Lives" through implementation of the Strategic Plan Goals, Performance Counts and related efforts. Concepts for integrating the Mission Statement, Strategic Plan Vision, Values and Goals into employee recruitment and orientation have been developed; and an implementation schedule is being prepared. The Strategic Plan elements have also been integrated into employee training.

- Objective 3: By February 28, 2003, design and produce County Ambassador tool kits for distribution to each County employee; tool kits to consist of Ambassador lapel pins, pocket mini-brochure and laminated information cards.

Status: DELAYED

Production of the County Ambassador tool kits was delayed to obtain funding through the Quality and Productivity Commission. The tool kits have been assembled and it is anticipated they will be distributed in February-March. The tool kit consists of a County Ambassador lapel pin featuring the County Seal, a laminated pocket card with the County Mission Statement, Vision, and Goals, and a pocket size brochure with more detailed information about the County Strategic Plan.

- Objective 4: By February 28, 2003, develop and implement a County Ambassador Intranet Website and Los Angeles County portal plan to enhance the use of the Internet and Intranet as tools to communicate with County employees about Board actions, current issues, policies and County services that employees must be informed about in order to function as County Ambassadors and community liaisons.

Status: DELAYED

Electronic version of the County Ambassador pocket guide cannot be posted on the County Intranet web site until the Kits are distributed. The County Intranet web site will also be used to post highlights of the County Strategic Plan implementation including Performance Counts!

Objective 5: By April 30, 2003, implement, on a pilot basis, a "County Channel" that will broadcast on cable television public information on County services and facilities, as well as major County issues, activities and events.

Status: DELAYED

The County Channel objective has been found to be highly complex as a result the need to collaborate with 88 cities and multiple cable companies in order to have a County Channel. On July 15, 2003, the Board of Supervisors directed staff to communicate with all 88 cities in an effort to establish a partnership with the cities. In addition, staff is meeting with major cable companies to request their assistance and partnership; and researching the public information cable channels in production in other California counties. The Guiding Coalition will be provided with a more specific implementation plan and timeline in early 2004 that will allow the due date for this objective to be appropriately changed.

STRATEGY 4: BY JUNE 30, 2004, RECOMMEND OPTIONS FOR EFFECTIVE ALTERNATIVE SUPPORT SERVICES MODELS TO MAXIMIZE THE ABILITY OF DEPARTMENTS TO FOCUS ON THEIR CORE MISSIONS.

Objective 1: By March 31, 2003, prepare policies to govern service agreements among departments.

Status: COMPLETED

The Memorandum of Understanding (MOU) approach was selected to be used for service agreements between departments. Required subjects covered in the MOU will be: the purpose of the service agreement, the scope of services, performance standards and measures, and the cost for the service. Current service agreements are not sufficiently detailed and result in time consuming appeals when quality, cost, or other disagreements arise.

Objective 2: By June 30, 2003, prepare performance standards for select support services functions.

Status: DELAYED

This objective has been delayed. A new target completion date is March 31, 2004. Objective 2 relates to establishing countywide performance standards for certain facility related or other support services that departments perform, often using contractors, that were previously performed by "expert" departments. Examples of such services are custodial, facility maintenance, grounds maintenance, etc. The concern is that in the quest to reduce costs, departments' contractors may not be performing using acceptable standards that will ensure facilities are properly maintained, thereby resulting in possible significant long-term costs.

Objective 3: By June 30, 2003, determine departments' needs for improving the quality of support services and implement three to five pilots.

Status: ON SCHEDULE

Through a countywide department survey, areas for improvement of department support services were partially determined. A flaw in the survey approach was that departments were not inclined to seek expert services to address areas needing improvement, like the financial and contracting functions, because of concern with increased costs associated with purchasing services from expert departments. This

was determined to be a real issue impeding improving support services. Also, there was no County policy for dealing with departments experiencing severe support service problems with the result that departments would suffer for years to find a solution or in a few cases would be "taken over" by a central support department until the problems was fixed.

As part of Object 3, alternative approaches are being considered. This is discussed further below.

Several pilot studies were started to test the viability of various approaches to improving the quality of support services:

1. The A-C began a pilot project to determine if a countywide approach to monitoring social services contractors with expert supervision would be more effective. Eight programs within four social services departments were selected and are being reviewed under A-C leadership with some of the department monitors joining in the effort. The project is testing whether department staff can be trained and then overseen by A-C staff in the future, or if the function should be transferred to the A-C. A recommended approach is to be provided to the Board of Supervisors in April 2004,
2. The A-C and ISD are supervising the Sheriff department's purchasing and contracting services. The project will test whether temporary expert assistance is a viable approach to correct support services problems being experienced, rather than having expert central support departments take over departments' operations in the problem area(s).
3. The Department of Human resources took over the personnel function at the Department of Children and Family Services. This project was testing the "receivership" approach to resolving severe department support services problems. However, the project ended when DCFS didn't provide funding in its budget for DHR to continue to provide the services. This gets to the issue of lack of County policy on how to correct deficient support services. This policy issue will be analyzed and recommendations made in the June 30, 2004, report.
4. ISD is providing facilities maintenance services for selected DHS facilities to test the ability of expert departments to successfully provide competitive support services, i.e., competitive with contractors.
5. A significant amount of effort and research has been directed at evaluating the potential for implementing "shared services" (consolidating departments support services) to obtain what one expert called "economies of skill" and "economies of scale." It has been determined that there is significant need for more expertise in the support services areas now, and this limitation will become more obvious and acute with the implementation of LACAS. The shared services concept is being evaluated as a possible solution to this problem. In addition, shared services have the potential for significant savings due to economies of scale. An RFP is in process to evaluate how shared services could work in the County support services environment.

Objective 4: By June 30, 2004, evaluate results of pilot projects and adopt appropriate changes in the provision of support services countywide.

Status: ON SCHEDULE

By June 30, 2004 we plan to evaluate the pilot projects and recommend appropriate changes in the provision of support services countywide.

STRATEGY 5: BY JULY 1, 2003, REDESIGN THE PROCESS AND COMMUNICATIONS BETWEEN THE CHIEF ADMINISTRATIVE OFFICE, DEPARTMENT OF HUMAN RESOURCES AND DEPARTMENTS ON CLASSIFICATION, COMPENSATION AND COLLECTIVE BARGAINING.

Objective 1: By December 31, 2002, establish a joint Human Resources Executive Management Committee composed of Department of Human Resources/Classification and Chief Administrative Office/Compensation and Employee Relations senior management staff empowered to jointly and rapidly resolve high priority departmental classification, compensation and employee relations issues requiring collaboration of two or more of the responsible entities. The line department's senior representative will be included in Team deliberations.

Status: COMPLETED

Joint Human Resources Executive Management Committee established January 13, 2003 and monthly meetings have been scheduled to resolve high priority issues. Many issues are being resolved prior to monthly meetings.

Objective 2: By December 31, 2002, develop and implement a process to provide training/education for department management on the collective bargaining process, including the basic process with time frames and responsibilities, in preparation for each negotiation cycle.

Status: COMPLETED

Training scheduled and provided May 28, 2003. Additional training may be needed in the future.

Objective 3: By December 31, 2002, establish a procedure to provide feedback to departmental management after negotiations to identify and discuss changes to Memoranda of Understanding including information regarding why certain requests were not accommodated.

Status: ON SCHEDULE

Collaborative Collective Bargaining Protocols developed and sent to GC for comments. Training of Department Heads has not been held yet

Objective 4: By March 31, 2003, recommend to the Guiding Coalition a County philosophy to guide compensation and classification activities, information sharing and decisions.

Status: COMPLETED

Philosophy has been drafted and submitted to Guiding Coalition.

- Objective 5: By March 31, 2003, 1) develop and implement a process to designate and include a "lead" department in the bargaining process for common classes to represent the divergent positions and solutions of all affected departments and 2) develop a process for obtaining departmental input and synthesizing an overall "management" strategy.

Status: COMPLETED

Lead Department Protocol has been developed (with Lead Departments identified for bargaining groups) and submitted to GC. Training provided in March and June 2003 to Departments.

- Objective 6: By August 31, 2003, complete analysis of alternative classification models; develop recommendations to improve the County's classification structure.

Status: DELAYED

Comprehensive survey questionnaire developed and sent to 50 Public jurisdictions including top 10 counties in CA. Survey results have been compiled into detailed report outlining successes/failures in other jurisdictions. Final report with recommendations for GC should be available by May 2004.

GOAL 4: FISCAL RESPONSIBILITY: Strengthen the County's fiscal capacity.

- STRATEGY 1: BY APRIL 30, 2003, CONSIDERING THE IMPACT OF THE STATE REVENUE SHORTFALL AND THE FUNDING CRISIS IN THE DEPARTMENT OF HEALTH SERVICES (DHS), DEVELOP A PLAN TO FINANCIALLY STABILIZE THE COUNTY THAT INCLUDES STABILIZING DHS BY FISCAL YEAR 2005-06.**

- Objective 1: By December 18, 2002, provide departments with evaluation criteria and methodology for assessing and prioritizing budget requests to facilitate identification and implementation of any necessary reductions.

Status: COMPLETED

In a November 22, 2003, memo to each department on the FY 2003-04 Budget Instructions, the CAO instructed departments to assess their current operations, prioritize programs and implement efficiencies wherever possible to mitigate potential reductions in the upcoming fiscal year.

In addition, a January 16, 2003 memo to all Department Heads requested departments to identify, by priority, specific programs to be reduced, eliminated or suspended or other reductions to achieve cost reductions before applying "across-the-board" cuts to all their programs in preparation for a severe State Budget curtailment.

Objective 2: By January 31, 2003, project the anticipated financial resources available to the County General Fund, DHS, and non-General Fund operating departments for the next three fiscal years and identify shortfalls that will have to be addressed to balance each year's budget.

Status: COMPLETED

In a March 10, 2003 memo to the Board, the CAO presented the FY 2003-04 and Multi-Year Forecast. This document summarized for the next three fiscal years, the General Fund and Health Services projected revenues and expenditures, including the potential shortfalls for each year.

Objective 3: By May 15, 2003, establish a select multi-disciplinary team of department executives, with requisite staff, to: maximize revenue enhancement possibilities; evaluate potential large-scale reductions in net costs to the County in the areas of non-mandated services programs; streamline administrative policies, processes or practices; identify short- and long-term productivity improvement opportunities; and pursue administration and program savings from department or program consolidations, program reductions and other efficiencies.

Status: DELAYED

Between January and May of 2003, numerous meetings with individual department heads and their staff were conducted to gather ideas on various cost savings and revenue enhancement ideas.

Information from these meetings, has not been formally consolidated and researched to progress to the next step of conducting meetings with the multi-disciplinary team to evaluation the ideas.

It is projected that this process will begin in early 2004, as part of the budget review process, to meet the timeline in "Objective 4".

Objective 4: By April 30, 2004, obtain Board of Supervisors' approval for implementing savings projects identified in Objective 4.1.3, establish target dates and provide departments with assistance to effect the savings needed.

Status: ON SCHEDULE

Objective 5: By fiscal year 2005-06, fully implement the plan to financially stabilize the County, including DHS.

Status: ON SCHEDULE

STRATEGY 2: BY JANUARY 31, 2006, IMPLEMENT PLAN TO PRESERVE AND PROTECT THE COUNTY'S CRITICAL PUBLIC INFRASTRUCTURE.

Objective 1: By January 31, 2003, identify a County team and develop an approach to transfer ownership of the Court facilities to the State Administrative Office of the Courts, consistent with legislative requirements.

Status: COMPLETED

The Board of Supervisors was notified on January 10, 2003, of the departments which comprise the County's negotiating team. The State was formally notified in July of 2003 in compliance with SB 1732. The County team is working with the State and CSAC to develop and implement procedures for the transfer of court facilities. The Board receives quarterly updates on transfer related activities.

Objective 2: By December 31, 2004, update major maintenance and structural requirements for the County's highest priority real property assets and departmental progress toward meeting American with Disabilities Act goals.

Status: ON SCHEDULE

Several major facility studies have completed. The County is currently working with the Superior Court on settlement of a lawsuit related to ADA accessibility. Priority ADA requirements will be submitted by the departments as part of their 20004-05 budget requests.

Objective 3: By March 31, 2005, identify funding options to implement the improvements identified in 4.2.2.

Status: ON SCHEDULE

Short- and long-term funding options are under development to meet the priorities identified in Objective 4.2.2.

GOAL 5: CHILDREN AND FAMILIES' WELL-BEING: Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

A FAMILY IS DEFINED AS A SUPPORT GROUP OF PEOPLE CONSISTING OF CHILDREN, THEIR CAREGIVERS, AND OTHER ADULTS, INCLUDING SENIORS, WHO RELATE TO EACH OTHER AND ARE INTERDEPENDENT FOR MEETING THEIR BASIC LIVING NEEDS.

* * * * *

STRATEGY 1: BY JULY 31, 2005, IMPLEMENT INTEGRATED SERVICE DELIVERY INITIATIVES TO DEMONSTRATE SUBSTANTIAL PROGRESS TOWARD ACHIEVING IMPROVED OUTCOMES FOR CHILDREN AND FAMILIES.

- Objective 1: By June 30, 2003, fully implement the piloting of a Centralized Eligibility List to increase access to the full range of subsidized child care services for income-eligible families.

Status: COMPLETED

Centralized Eligibility List (CEL) is fully operational with a database of over 80,000 children's records. Pilot agency activity included inputting new family records and updating old records. Nine new agencies have volunteered to be trained to use CEL, increasing the user group to 23 CDE-funded child development contractors.

- Objective 2: By July 31, 2003, initiate an action plan and identify resources to implement health, mental health, and substance abuse screening and assessment for all children entering out-of-home placement for the foster care and juvenile justice systems.

Status: COMPLETED

Development of an action plan was completed as scheduled. Multidisciplinary Assessment Team (MAT) Pilot efforts under way. Primary goal of the MAT Pilot is to provide multidisciplinary assessments of the child/family's strengths and possible service needs within 30-45 days after detention to support family engagement, placement stability, service planning and permanency.

Service Planning Areas 3 and 6 (and corresponding DCFS Regional offices in Pasadena and Wateridge) were selected for the MAT Pilot because SPA 3, relative to all other SPAs, currently supplies one of the highest percentages of contract agency and other support resources to children in care; SPA 6 has the largest foster care population in the County, but is significantly under-resourced. The MAT Pilot demand group to be served is estimated to be 100-150 children placed in foster/relative care each month in the Pasadena and Wateridge Regional Offices.

DMH Child, Youth and Family Program Administration, in collaboration with senior administrators from DCFS and DHS, will provide Countywide oversight, leadership, and guidelines for the MAT Project. Within the local SPAs, the MAT Pilot Project will operate under the direction of the respective SPA 3 and 6 District Chiefs and their designated program managers in collaboration with the DCFS Regional Administrators for the Pasadena and Wateridge offices.

September 2003, the Request For Information (RFI) Survey was completed, and resulted in approximately 60 responses from providers throughout the County (nearly all existing DMH contractors). Verification of financial stability/viability status, and history of having served DCFS clients is in process; a select group of providers will then be identified to meet the requirements of the MAT Pilot demand group.

- Objective 3: By July 31, 2003, pilot use of service integration tools designed to improve children and families' access to services, including, but not limited to, the Universal Face Sheet (UFS) and the Most Commonly Required Fees and Documents (MCRD).

Status: COMPLETED

Completed pilot of service integration tools designed to improve children and families' access to services, including, but not limited to, the Universal Face Sheet (UFS) and the Most Commonly Required Fees and Documents (MCRD).

On November 18, 2003, NDTF approved using the MCRD (renamed: Accessing

Health and Human Services Programs (Most Commonly Requested Documents)) on an ongoing basis; having SIB, with the support of departments, be responsible for updating the information sheet bi-annually; and providing, as feasible, updated versions of the information sheet on SIB and departmental websites. Additional dissemination of the information sheet will be conducted by the County General Information Offices, faith-based organizations and libraries.

NDTF also approved referring the findings of the UFS matrix analysis to the Data/Information Sharing Workgroup for review and incorporation of UFS data elements into existing and new technology applications; and support efforts for automating the sharing of data sharing and simplifying intake processes. The UFS will also be made available through the LASIR application for clients to download, complete, and bring to various intake facilities.

In addition, specific UFS data elements were revised to meet the needs of potential homeless service recipients. Language requesting a "home address" was changed to simply request an "address." Opportunities for applicants to indicate that they are homeless, or if the address that is listed is temporary, were added. Other revisions included requesting applicants to list "other problems," in addition to physical and emotional problems that make it difficult to work or take care of personal needs

Objective 4: By October 31, 2003, complete the design process for an Integrated Family Services System (IFSS) to comprehensively integrate services and improve outcomes for children in out-of-home placement and/or families receiving two or more of the following services: CalWORKs; Child Protective Services; Mental Health; and Juvenile Probation.

Status: COMPLETED

The IFSS Design Team conducted an environmental scan of local and national service delivery models and presented its report, along with a direction setting update, to the NDTF on July 9, 2003. Following discussion by NDTF members, the Design Team was instructed to look at existing County structures and identify specifically, what was needed to improve services for children and families.

On September 9, 2003, the IFSS Design Team (with DCFS's support) recommended to NDTF that DCFS lead the implementation of the IFSS Design with support from the CAO Service Integration Branch; and that the initial focus should be to support families receiving family reunification services.

On October 21, 2003, the IFSS Design Team submitted its recommendations to NDTF for review. In addition to those outlined above, the IFSS design recommendations focused on:

- *Front Room enhancements: enhancing and integrating assessment, case planning, referral, and case management cross-agency operational processes for families receiving family reunification services, as discussed in the IFSS Design Team's Final Report.*
- *Back Room enhancements: Enhancing funding, staff development, and evaluation functions for the initial focus population, while maintaining focus on overall IFSS target population:*
 - *Children placed in out-of-home care by the Departments of: Children and Family Services, Mental Health and Juvenile Probation; and*

Families receiving two or more of the following services: CalWORKs, Child Protective Services, Mental Health and Juvenile Probation.

- Objective 5: By October 31, 2003, launch an Internet-accessible, self-administered *Los Angeles Services Identification and Referral (LASIR)* software application, usable by County and non-County staff, community-based organization representatives, and the general public for identifying services and programs that might be available to individuals and/or families in need, based on their unique circumstances.

Status: DELAYED

Launching of Phase I of the County's LASIR software application has been delayed due to time required to confirm program rules by departments and secure additional contract resources.

A Request for Proposals for selecting a contractor to complete Phase I-B has been developed, and is targeted for dissemination in early 2004. The time frame for the launching of LASIR has been revised to October 2004.

- Objective 6: By December 31, 2003, fully implement the Child Care and Development Project to increase the capacity of child care providers and programs to appropriately serve children with disabilities and other special needs.

Status: DELAYED

Full implementation of this goal is on track for completion in June 2005. Increase in child care provider and program capacities will be measurable in 2005.

Accomplishments to date include:

- Completed and analyzed initial survey of 13,000 child care providers and shared results with collaborative partners (child care resource and referral agencies);
- Provided collaborative partners with guidelines for their reporting of project activities and enhancing the collection of evaluation data; and,

Outlined forum for making connections between child care providers and special needs service providers, scheduled for March 2004.

- Objective 7: By July 31, 2004, fully implement Customer Service and Satisfaction (CSS) Standards with County departments/agencies and their community partners.

Status: ON SCHEDULE

Accomplishments and Milestones to date:

- *August 2002, organized CSS Network;*
- *March 2003, partnered with DHR to conduct Employee Well-Being Survey;*
- *April 2003, NDTF approved Customer Service Program Designs;*

- April 15, 2003, CSS Standards distributed with paychecks;
- May 2003, placards of CSS Standards posted in work locations;
- December 2002, aligned Management Appraisal Performance Plans (MAPP);
- June 2003, completed Environmental Assessment; and
- November 2003, presented to NDTF (for approval in December), CSS Survey Administration Plan to define the roles, responsibilities, and timeline for the survey's distribution. Elements of the Plan include:
 - SIB will coordinate survey administration with 8 departments, in 252 work locations, directly serving children and families; and,
 - SIB will analyze results, publish results and work with departments to appropriately align existing CSS program designs.

Objective 8: By December 31, 2004, implement Principles for Partnering pilot and evaluate the collective efforts of County departments and community-based organizations for enhancing families' and communities' capacity to meet their own needs.

Status: ON SCHEDULE

The Principles for Partnering Workgroup (PPW) identified staff training and senior management involvement as being the key to successful integration of the partnering principles into departmental programs and operations. Survey data collected and compiled in the PPW Report, "Summary Assessment: Implementation Support Needs," identified ways in which executive departmental staffing levels can demonstrate commitment and support.

PPW also completed a review of training curricula from no and low-cost service providers regarding family centered practice, family inclusion, family empowerment, cultural responsiveness, and engaging community partners.

NDTF member departments and all participating agencies have begun advocating for their community partners to adopt the principles through various promotional efforts, including a planned forum with professional organizations regarding SIAP values and focus on outcomes.

Objective 9: By July 31, 2005, implement the Partnerships for Families Initiative (PFF) (formerly the Child Abuse Prevention Initiative (CAPI) in partnership with the First 5 LA (formerly the Children and Families First Proposition 10 Commission).

Status: ON SCHEDULE

In June 2003, following a First 5 LA Board directive, staff developed a framework for a child maltreatment prevention initiative called "Partnerships for Families" (PFF). The name change from Child Abuse Prevention Initiative (CAPI) to PFF represents a more strength-based family and community support philosophy and approach.

The "Partnerships for Families" initiative is a secondary prevention strategy that: 1 coordinates and fills gaps in community-level services for families at risk for child

maltreatment; 2) develops and/or strengthens natural helping networks at the neighborhood level; and, 3) coordinates and promotes collaboration among and between community and County systems. The proposed framework addresses the First 5's long-standing concern for the safety and survival of our County's youngest children by strengthening families as well as the communities in which they live.

In November 2003, First 5 LA selected Children's Institute International as coordinator for the PFF initiative. Implementation is expected to begin in early 2004.

STRATEGY 2: BY JULY 31, 2003, ESTABLISH ALIGNMENT AMONG STAKEHOLDERS ON HEALTH AND HUMAN SERVICE PRIORITIES FOR IMPROVING OUTCOMES.

Objective 1: By January 31, 2003, adopt and begin implementation of the Child Care and Development Strategic Plan to improve the capacity, accessibility, and quality of child care and development services for children and families in Los Angeles County.

Status: COMPLETED

On September 9, 2003, Board of Supervisors adopted the 2003-2013 Strategic Plan. Implementation efforts are currently under way.

Objective 2: By February 28, 2003, apprise and seek support from County stakeholders on departmental priorities for improving outcomes for children and families.

Status: COMPLETED

On April 8, 2003, NDTF approved an Interim and ongoing Annual Cycle Process for establishing alignment around the development of Countywide Health and Human Services priorities.

Objective 3: By April 30, 2003, initiate action plan for creating a Countywide Long-Term Care (LTC) System to coordinate and integrate services for improving outcomes for elderly and disabled adults.

Status: COMPLETED

On January 2003, the Long-Term Care (LTC) Strategic Plan was approved by the Board of Supervisors. Implementation efforts are under way, including convening of a LTC Coordinating Council (comprised of local private and public experts in areas of Aging and Disabilities). A status report of 1st year's activities is being prepared for submission to the Board indicating that all objectives are being met.

Objective 4: By July 31, 2003, establish roles and areas of involvement for key stakeholders in support of departmental priorities.

Status: DELAYED

As part of the Interim Annual Cycle Process for establishing 2003-04 priorities, meetings have been conducted with stakeholders to discuss future steps. Identification of priorities and involvement of stakeholders will expand as the annual development process is institutionalized on an ongoing basis.

In August 2003, SIB engaged CPC Service Planning Area/American Indian Councils through the Strengthening Community Capacity Committee to inform them of the 2004-05 Process. They expressed an appreciation for the implementation of the annual process and committed to becoming involved in the future.

Objective 5: By July 31, 2003, adopt policy for developing co-located and integrated multi-agency Family Service Centers that provide accessible, community-based health and human services.

Status: COMPLETED

On December 10, 2002, policy recommendations for developing co-located and integrated multi-agency Family Service Centers (FSC) were approved by the Board of Supervisors. In addition, a Business Plan for the first County FSC capital project has been developed.

Objective 6: By July 31, 2003, confirm the commitment between the County and its health and human services contract partners to implement consistent best practices for achieving a shared vision and goals, customer service and satisfaction standards and outcomes.

Status: COMPLETED

The following contract simplification documents were posted to the SIB Web site for County and public access:

- *Preamble to be included in all County health and human services RFP's and contracts affirming commitment to public and private cross-agency focus on improving outcomes for children and families;*
- *Health and human services Supplemental Definitions for RFP's and contracts to enhance communication between proposers /contractors and County staff;*
- *Definitions of the role of Auditing and the role of Contract Monitoring to enable contractors to differentiate between contract financial audits and contract monitoring relative to meeting contract deliverables and achieving performance results;*
- *Contracting Resources Guide/Business Card developed to promote greater understanding of the contracting process throughout the community, and encourage more widespread responses to County contract solicitations; and*
- *Department-Specific Contract Language Matrix, which contains CSS, DCFS, DHS, DMH, DPSS, and the Probation Department required contract language that is either in addition to or replaces language in the County Sample Contract, for information/ease of reference for County staff, community partners, potential bidders, and contractors.*

A link was also installed on the SIB Web site to the LA County Online – Doing Business With Us contracting Web site, maintained by ISD, and a link to the SIB Web site contracting page was installed on the ISD Web site. Additionally an order was placed for an initial supply of the Contracting Resources Guide/Business Card.

- Objective 7: By July 31, 2003, initiate comprehensive action plan to reduce the length of stay for children in out-of-home placement and increase the number of permanent families for children in foster care through reunification, relative caregiver guardianship or adoption.

Status: COMPLETED

A comprehensive action plan has been developed by DCFS to reduce the length of stay for children in out-of-home placement and increase the number of permanent families for children in foster care through reunification, relative caregiver guardianship or adoption.

The plan outlines strategic actions to improve outcomes for children through enhanced collaboration between families, DCFS and community stakeholders. These processes will more fully engage families in the care planning for their children through strengths-based, family-centered approaches that emphasize team decision making modalities. Critical decision making has been strengthened through expanded use of specific assessment tools and interdisciplinary teams to develop comprehensive permanency plans. Family-centered services and kinship support are being more fully integrated into life planning efforts with a focus on expeditiously achieving permanency.

- STRATEGY 3: BY APRIL 30, 2006, COMPLETE IMPLEMENTATION OF A SYSTEM TO MEASURE PROGRESS TOWARDS IMPROVING THE FIVE OUTCOMES FOR CHILDREN AND FAMILIES.**

- Objective 1: By July 31, 2003, pilot the Outcomes Screening Tool (OST) for ensuring that all health and human services are effectively contributing to the achievement of the five outcomes.

Status: ON SCHEDULE

The OST pilot was launched in August 2003 and will conclude in January 2004. Results of the Pilot will be presented to NDTF

- Objective 2: By July 31, 2004, each department shall implement data collection and analytical processes that institutionalize the use of program performance measures for decision-making and strategic planning.

Status: ON SCHEDULE

Countywide training for the Children and Families Budget (CFB) has been scheduled for December 3, 2003, to provide training and one-on-one consultation to departments serving children and families on the development of individual program performance measures and budgets. Efforts are underway within departments to develop data collection mechanisms to track data submitted as part of the CFB.

Countywide implementation of Performance Counts! resulted in departments submitting program results, indicators and operational measures for inclusion in the FY 2004-05 proposed budget. Supporting trend data is being collected by departments and will be included as part of the proposed budget.

Objective 3: By April 30, 2006, complete implementation of the restructured Children and Families Budget to support program performance and results-based decision-making.

Status: AHEAD OF SCHEDULE

Instructions have been developed for the Fiscal Year 2004-05 Children and Families Budget (CFB), requiring departments to identify individual Program Budgets and program performance measures for a minimum of 50 percent of their programs serving children and families. (Implementation of this objective is ahead of schedule given that departments submitted performance measures for more than 50 percent of their programs in the FY 2003-04 CFB addendum). Budget instructions will be issued as part of the County's Proposed Budget Instructions in November 2003

GOAL 6: COMMUNITY SERVICES: Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

STRATEGY 1: BY MARCH 30, 2003, CREATE A COMMUNITY SERVICES TASK FORCE COMPOSED OF THE DIRECTORS OF COUNTY DEPARTMENTS THAT PROVIDE MUNICIPAL SERVICES TO THE COUNTY'S UNINCORPORATED COMMUNITIES, THE CHIEF ADMINISTRATIVE OFFICE, COUNTY COUNSEL AND THE CHIEF INFORMATION OFFICE TO PROVIDE LEADERSHIP AND DIRECTION FOR IMPLEMENTING THE "STRATEGIC PLAN FOR MUNICIPAL SERVICES" BY JULY 31, 2004.

Objective 1: By March 30, 2003, establish a meeting schedule and approve a charter outlining the mission and operating procedures for the Community Services Task Force.

Status: COMPLETED

Community Services Task Force (CSTF) held first meeting on March 13, 2003. CSTF adopted a Charter, including Mission and Goals, on April 17, 2003. The CSTF meets monthly, on the same day and just prior to monthly meetings of department heads and the Guiding Coalition.

Objective 2: By June 30, 2003, implement appropriate Strategic Plan for Municipal Services models in the selected communities in reasonable conformance with the action plans outlined in the Plan and issue a status report to the Board of Supervisors.

Status: COMPLETED

Strategic Plan for Municipal Services to Unincorporated Areas (UAS Strategic Plan) models are being implemented as follows:

- *Strategic Services and Lead Department: Florence-Firestone and Lennox*
- *Emergency Management Planning and Response: Topanga*
- *Civic Center: East Los Angeles (East LA)*
- *Economic Development: Walnut Park*
- *Access:*
 - *Community Connection: Whittier, Altadena, Florence-Firestone, Rowland*

Heights

- *Help Line: Unincorporated Area-Wide*
- *Community Web Sites: Whittier and East LA*

Objective 3: By April 30, 2004, complete an evaluation of the effectiveness of the models through a community survey and/or other mechanism.

Status: ON SCHEDULE

Board offices, involved departments and select community groups will be surveyed as an initial step in the preparation of the first revision to the UAS Strategic Plan

Objective 4: By July 31, 2004, complete selection of a new round of communities for implementing Strategic Plan for Municipal Services models and complete a report to the Board of Supervisors on the evaluation of the initial pilot programs and recommendations for the first revision of the Plan including new communities in which to pilot models.

Status: ON SCHEDULE

Deadline extension required due to timeline to complete the first revision of the Strategic Plan for Municipal Services to Unincorporated Areas (UAS Strategic Plan). The first revision will incorporate Performance Counts! result statements, indicators and operational measures focused on affinity indicators for cross departmental functions, and will evaluate necessary alignment between departmental strategic plans and the UAS Strategic Plan.

STRATEGY 2: BY OCTOBER 31, 2004, THE COMMUNITY SERVICES TASK FORCE SHALL OVERSEE THE IMPLEMENTATION OF AT LEAST TWO PILOT SERVICE DELIVERY MODELS THAT INTEGRATE COMMON FUNCTIONS PROVIDED BY TWO OR MORE COMMUNITY SERVICE DEPARTMENTS BASED ON INPUT FROM COMMUNITY RESIDENTS AND STAKEHOLDERS.

Objective 1: By June 30, 2003, conduct inventory of community services functions/programs that are performed by multiple departments.

Status: COMPLETED

The CSTF, as a part of its review of the UAS Strategic Plan implementation status, has reviewed functions/programs that are performed by multiple departments including: land development entitlement and implementation; code enforcement; services focused on specific segments of community populations, e.g. children, youth, adults, senior; crime prevention and intervention; community safety and quality of life; etc.

Objective 2: By September 30, 2003, through consultation with customers, determine two of the functions/programs identified in Objective 1 that customers would most like to have functionally integrated without regard to separate roles of individual departments.

Status: COMPLETED

Pilot projects are underway and on schedule as follows:

- *Develop and implement a "train the trainers" program that will cross train all County code enforcement staff in code enforcement disciplines as well as provide adequate information to enable code enforcement staff to recognize signs of, and alert appropriate County agencies to, health and human service issues such as abuse of children, seniors and dependent adults.*
- *Development of regional enforcement rosters and related interdepartmental enforcement protocols.*

Objective 3: By January 31, 2004, complete the design process for the integrated service delivery system.

Status: ON SCHEDULE

See explanation under Objective 2 above.

Objective 4: By October 31, 2004, implement the integrated delivery system.

Status: ON SCHEDULE

See explanation under Objective 2 above.

STRATEGY 3: BY FEBRUARY 28, 2005, IN PARTNERSHIP WITH APPROPRIATE COMMUNITY GROUPS, IMPLEMENT INTEGRATED SERVICE "CENTERS" THAT GROUP APPROPRIATE FUNCTIONAL UNITS OF SEVERAL DEPARTMENTS AT A SINGLE LOCATION WITHIN AN UNINCORPORATED COMMUNITY SO THAT THE SERVICES ARE LOCALLY ACCESSIBLE AND RESPONSIVE TO THE COMMUNITY'S NEEDS.

Objective 1: By November 15, 2003, conduct an evaluation of existing integrated service "center" mechanisms to determine need, effectiveness and customer satisfaction.

Status: ON SCHEDULE

Survey of County departments for six pilot/target communities has been conducted and completed by most departments (due mid October). The survey collected information about the following for the six communities: services provided, existing facilities, community partners, needs assessments or surveys conducted within the communities, actions taken in response to the assessments/surveys, future planned surveys/assessments, and collaborative efforts with other County departments to deliver integrated, coordinated services. This survey results are being compiled and will provide an evaluation of existing forms of integrated services centers as required by this objective. The six pilot communities are: East Los Angeles, Florence-Firestone, Lake Los Angeles, Lennox, Rowland Heights and Topanga.

In addition, the Community Development Commission has just completed its annual

community needs assessments in the communities of Altadena, Athens-Westmont, East Rancho Dominguez, Potrero-South San Gabriel, Walnut Park, unincorporated Whittier, and Quartz Hill. These community assessments will add to the data base about satisfaction of existing service centers in Altadena and Whittier; and will assist in identifying communities where service centers maybe useful.

On another track, many of the municipal service departments are participating in the design of the County Hall at the East Los Angeles Civic Center. This County Hall, which will be operational in 2005, will provide the first integrated "city hall" type of service center for the County's largest unincorporated community

- Objective 2: By February 29, 2004, develop a program for expanding integrated service "center" to six pilot communities, including a budget, identification of potential funding sources and departments responsible for implementation.

Status: ON SCHEDULE

The survey information mentioned under Strategy 3, Objective 1, is the initial work product necessary to developing an expanded integrated service "center" for the six pilot communities.

- Objective 3: By May 31, 2004, complete the design process for the integrated service delivery system to the six pilot communities.

Status: ON SCHEDULE

- Objective 4: By November 30, 2004, begin implementation of integrated service centers in the pilot communities for which funding is available.

Status: ON SCHEDULE

- Objective 5: By September 30, 2005, fully implement the integrated service delivery system in the pilot communities for which funding is available.

Status: ON SCHEDULE

- Objective 6: By January 31, 2006, select additional communities to put through the five-step process to design and implement integrated service delivery systems.

Status: ON SCHEDULE

GOAL 7: HEALTH AND MENTAL HEALTH: Implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.

STRATEGY 1: BY JANUARY 31, 2006, COUNTY DEPARTMENTS OF HEALTH SERVICES, MENTAL HEALTH, AND OTHERS ACHIEVE SEAMLESS ELECTRONIC EXCHANGE OF SELECTED HEALTH AND HUMAN SERVICES DATA AMONG THEMSELVES AND OTHER SELECTED COUNTY PROVIDERS OF RELATED SERVICES.

Objective 1: By June 30, 2004, develop and implement a system for assigning and tracking a single identifier for clients receiving selected County services.

Status: DELAYED

The solicitation for the Unique Unified Person Identifier Project (U2PI) is being delayed by up to six months. This delay will impact our ability to achieve the June 30, 2004 target date for Strategic Plan Goal 7, Strategy 1, Objective 1.

Stage 1 of the U2PI solicitation was released to vendors as scheduled on September 19, 2003. During the period in which vendors were preparing their Stage 1 responses, the Project Team was finalizing the detailed requirements and Statement of Work (SOW) for Stage 2 of the solicitation process. When those requirements were reviewed by Steering Committee members, they determined that the documents were not ready for release to vendors. We are now working to clarify the work expected of vendors and clearly define the integration between the vendor solution and existing Department of Health Services (DHS) and Department of Mental Health (DMH) systems.

An experienced project manager recently hired by DHS was named to the position of U2PI Project Manager on October 14, 2003. A SOW for additional consulting support for this project is being prepared and will be processed through the Information Technology Support Services Master Agreement (ITSSMA) of the Internal Services Department (ISD).

We will be asking ISD for special handling of this ITSSMA request so that additional qualified resources, with experience implementing unique identifier solutions, can be applied to the project as soon as possible.

Objective 2: By September 30, 2005, employ the single identifier within a systems methodology that provides the basis for seamless electronic exchange of selected health and human services data among County Departments of Health Services, Mental Health and others.

Status: DELAYED

Strategy 1, Objective 2 depends on Objective 1. The delay in meeting Objective 1 will likely delay meeting the delivery date for Objective 2.

Objective 3: By January 31, 2006, expand the systems methodology to achieve sharing of basic information among other selected County providers of related services.

Status: ON SCHEDULE\DELAYED

Objective 3 depends on Objectives 1 and 2. Due to the delays in meeting Objectives 1 and 2, Objective 3 may be delayed as well. However, because of the substantial lead time until the due date for this Objective, every attempt will be made to compensate for the delay and deliver this Objective on schedule

STRATEGY 2: BY SEPTEMBER 30, 2005, COUNTY DEPARTMENTS OF HEALTH SERVICES, MENTAL HEALTH, AND OTHERS DEVELOP AND IMPLEMENT AN OUTCOMES MEASUREMENT SYSTEM THAT INCLUDES SPECIFIC BENCHMARKS FOR PROVIDING COST-EFFECTIVE AND QUALITY SERVICES TO COUNTY CLIENTS.

Objective 1: By June 30, 2004, develop specifications for an outcomes measurement system for County Departments of Health Services, Mental Health and others that include measurement standards and tools.

Status: ON SCHEDULE

Staff from DHS and DMH have been meeting to identify a common set of shared clients and the common diagnoses of these shared clients. The data set includes information from DHS hospitals, DHS Alcohol and Drug programs and DMH county facilities. Staff are working with the CAO's Urban Research unit to develop counting rules that will identify usage patterns and unique visits. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical diagnosis and a psychiatric diagnosis and to develop outcome indicators to more efficiently manage this patient population (e.g. reduction in ED visits)

Objective 2: By June 30, 2005, develop and link an outcomes measurement system to the County single identifier system to aid in developing and tracking specific benchmarks to assess performance of cost-effective and quality services.

Status: ON SCHEDULE

Staff from DHS and DMH have been meeting to identify a common set of shared clients and the common diagnoses of these shared clients. The data set includes information from DHS hospitals, DHS Alcohol and Drug programs and DMH county facilities. Staff are working with the CAO's Urban Research unit to develop counting rules that will identify usage patterns and unique visits. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical diagnosis and a psychiatric diagnosis and to develop outcome indicators to more efficiently manage this patient population.

Objective 3: By September 30, 2005, County departments of Health Services, Mental Health, and others develop and successfully test specific benchmarks to assess performance of services that aid in improving the health and mental health status of County clients.

Status: ON SCHEDULE

Staff from DHS and DMH have been meeting to identify a common set of shared clients and the common diagnoses of these shared clients. The data set includes

information from DHS hospitals, DHS Alcohol and Drug programs and DMH county facilities. Staff are working with the CAO's Urban Research unit to develop counting rules that will identify usage patterns and unique visits. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical diagnosis and a psychiatric diagnosis and to develop outcome indicators to more efficiently manage this patient population.

GOAL 8: PUBLIC SAFETY: Increase the safety and security of all residents in Los Angeles County through a well-coordinated, comprehensive response and recovery plans for terrorist incidents.

STRATEGY 1: BY JUNE 30, 2003, AS PART OF REVISIONS TO THE COUNTY'S OPERATIONAL AREA TERRORISM RESPONSE AND MANAGEMENT PLAN, TO BE PREPARED BY THE TERRORISM WORKING GROUP, IDENTIFY AND ADOPT A PLAN TO MITIGATE THE VULNERABILITY OF THE COUNTY'S BUILDINGS AND KEY INFRASTRUCTURE FACILITIES, SYSTEMS AND NETWORKS TO ALL TYPES OF TERRORIST ATTACKS.

Status: COMPLETED

The TEW has completed the revision to the Terrorism Response and Management Plan (TRMP). This plan, which was submitted for approval, provides the foundation for identification and mitigation of vulnerability to buildings, key infrastructure facilities, systems and networks. Therefore this objective may be considered completed.

As articulated in the TRMP, the TEW continues to assess and provide vulnerability and criticality information of potential target locations and entities in the Operational Area to the Terrorism Working Group, which is responsible for accomplishing this Strategy. This on-going process identifies facilities and ranks them according to relative risk into tier 1, 2, and 3 categories. Target folders (Response Information Folders) are currently being developed according to tier priority. Once target folders are completed, they will need to be updated at least every 18 months. An automated target folder database and visualization system has been identified as a future need to increase the effectiveness of this vital process. The vulnerability and criticality assessment process needs to be identified as an ongoing task

STRATEGY 2: BY JUNE 30, 2003, IDENTIFY ESSENTIAL EQUIPMENT AND NECESSARY TRAINING FOR ALL COUNTY FIRST RESPONDERS.

Objective 1: By February 28, 2003, the County will agree on a strategy for securing adequate funds to acquire equipment and deliver training identified in Objectives 8.2.2 and 8.2.3.

Status: COMPLETED

The County has agreed on a strategy for securing adequate funds to acquire equipment and deliver training for its first responders. On behalf of the first responder agencies within the Operational Area the Terrorism Working Group and the CAO's Office of Emergency Management, have organized the OA applications for Federally funded, reimbursable monies from the Office of Homeland Security, Office of Domestic Preparedness. These grants include: \$1,383,000 from FY '02, \$3,923,000 from FY '03, \$9,824,000 FY '03 supplemental grants. Acceptance of these grant funds and the approved appropriation adjustments were approved by the Board of Supervisors on November 12, 2003. An additional unspecified amount of monies will also be made available to the County in the following grants: Los Angeles City/LA

County Urban Areas Security Initiatives (UASI) parts I and II, and Long Beach/LA County UASI part II. The FY '04 ODP and the LA and Long Beach UASI grant guidance will soon be released.

- Objective 2: By July 30, 2003, determine essential equipment necessary for first responders from law enforcement, fire services, and health services, to be able to safely perform their duties for force protection and response to Weapons of Mass Destruction (WMD) incidents.

Status: COMPLETED

These grants will fulfill most of the equipment and training needs for the first responders, which include all fire and law enforcement agencies within the Operational Area and the Departments of the Coroner's and Health Services. Future grants, which include FY '04 for the Operational Area and the UASI grants for Los Angeles and Long Beach, have just been announced. These grants will continue the procurement processes.

This task is ongoing throughout the grant procurement process. As the granting process is continuing, dynamic and continuously unfolding, there will be no end date, in the foreseeable future, for objective completion.

- Objective 3: By July 30, 2003, determine required training for use of new equipment, including tactics and procedures for WMD response and management.

Status: COMPLETED

Initial training for law enforcement first responders, including modules on WMD, is being conducted for the regions law enforcement via Regional Community Policing Institute (RCPI). The 8-hour Terrorism Awareness course is being offered to local law enforcement officers and Sheriff's personnel each month of the year at the Sheriff's Training And Resource Services Center (STARS) in Whittier.

The training components are being developed through the collaboration of LA County Fire and Sheriff's Departments. Exercises are also being developed for this equipment in collaboration with the CAO Office of Emergency Management and the DMACs. The coordinating agent will be the Terrorism Working Group (TWG).

An additional course, entitled Force Protection Operations, is being specifically designed to meet the state and federal requirements for personal protective equipment certification. This course has been formulated by the TEW Forensic Assessment Support Team (FAST). This 8-hour course of instruction is intended to be delivered to law enforcement officers in the region.

As a requirement of the fy'03 Homeland Security Grant, County Fire and Sheriff's Department personnel have begun the development and implementation of a series of joint LASD/County Fire Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) / Weapons of Mass Destruction (WMD) exercises. These exercises will be progressive in nature and designed to train, exercise, and improve technical specialty assets of these agencies. These exercises will begin with training and challenge exercises for the Terrorism Early Warning Group (TEW) [which includes fire, law, DHS, public health, as well as emergency management] and Incident Management Teams (IMT). This will emphasize the intelligence, planning, and communications components and will eventually progress to joint functional technical exercises to train

and evaluate both LASD and County Fire specialized teams. These teams include the OA TEW/FAST and LASD Arson and Explosives Detail (AED); County Fire Department's Urban Search and Rescue teams (USAR), Hazardous Materials teams, and Incident Management Teams. Other specialized units may be included as the planning continues. The purpose of exercises is to develop protocols and to identify future training needs. This is an on-going process, however in the strategic context, this objective, i.e., "determine required training", can be considered completed.

STRATEGY 3: BY DECEMBER 31, 2003, UPDATE THE EXISTING LOS ANGELES COUNTY EMERGENCY MANAGEMENT SYSTEM TO ADDRESS AND RESPOND TO ALL POTENTIAL TYPES OF TERRORISM AND THEIR AFTERMATH.

Objective 1: By December 31, 2002, expand planning for terrorism to include all County departments, as part of multi-hazard planning and training, to ensure that key staff in departments understand their responsibilities (Goal 10, Section 8, of the current "Los Angeles County Operational Area Strategic Plan for Emergency Management").

Status: DELAYED

The following response comes from the CAO's Office of Emergency Management:

By December 31, 2003 all issues with regard to this strategy will have been completed with the exception of the completion of the updating of all department plans. The majority of departments have completed their plans but a few still need assistance and time to have their plans finally approved by the Emergency Management Council.

Objective 2: By June 30, 2003, complete revision of the Los Angeles County Operational Area Terrorism and Management Plan, prepared by the interagency Terrorism Working Group (TWG). This will address all areas of terrorism response for the community's protection and safety including: cyber-terrorism, WMD, and emerging threats.

Status: COMPLETED

This Objective has two parts:

Part 1, the revision of the OA Terrorism Response and Management Plan, (TRMP) is being led by the TWG. The final draft of the TRMP was completed by the TEW on June 30, 2003. The TRMP will soon be delivered to the TWG. Once it is harmonized with the Operational Area Terrorism Plan, which was recently approved by the Emergency Management Council, the plan will be delivered to the OA Terrorism Working Group for review and approval. This portion of the Goal has been met.

Part 2 of this task was to develop an overarching OA Terrorism Plan that describes, in general terms, how the County is organized to respond to terrorist incidents, and how County government interfaces with its OA jurisdictions. OEM completed the OA Terrorism plan which was approved by the Emergency Management Council. This portion of the Goal has been met. This Goal can be considered completed.

Part 2, development of the OA Terrorism Response Plan, was completed in March 2003.

Objective 3: By December 31, 2003, complete a needs assessment to accomplish interagency communications inter-operability for first responders in Los Angeles County.

Status: DELAYED

The Request for Proposal (RFP), written by the Executive Committee of the Los Angeles Regional Tactical and Communications System Executive Committee, is in the process of being let by the County's Internal Services Department (ISD). This RFP will result in the hiring of a private consultant who will undertake the expected six month study of the current status and future needs of the combined law, fire and emergency medical services communications systems.

It is anticipated that the completion of this study will result in a regional assessment of the communications needs for the Southern California first responder community and will, therefore, also satisfy the basis for this Objective.

November 2003 Update: This section was completed by the Sheriff's Department Communication and Fleet Management Bureau: As of November 18, 2003, the Sheriff's Department's Contract Unit reports that County Counsel has made some changes on the statement of work for the study on communication-interoperability consulting services. The Contract Unit is making the changes and it is anticipated that the RFP will go out in December 2003.

Objective 4: By March 31, 2003, complete a comprehensive interdepartmental communication plan to assure County personnel know: their roles and responsibilities; how to respond; and where and when to respond in case of a terrorist incident.

Status: COMPLETED

Objective 5: By June 30, 2003, train County employees on the Objective 8.3.4 plan.

Status: COMPLETED

STRATEGIC PLANNING LEADERSHIP SURVEY RESULTS

Strategic Planning Support Team

Statement #1: The strategic planning support team of the CAO provides departments with clear communications, related to updating and reporting strategic plan progress.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
3	18	5	26	11.54%	69.23%	19.23%

Statement #2: The strategic planning support team provides consistent instructions.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
2	16	8	26	7.69%	61.54%	30.77%

Statement #3: External consultants are knowledgeable and employ effective facilitation tools.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
3	15	7	25	12.00%	60.00%	28.00%

Statement #4: External consultants are receptive and responsive to issues raised by department heads.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
0	17	8	25	0.00%	68.00%	32.00%

Statement #5: External consultants understand and are sensitive to political realities when providing guidance.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
2	18	5	25	8.00%	72.00%	20.00%

Guiding Coalition

Statement #6: The GC provides good direction on Strategic Plan policy issues.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
3	14	9	26	11.54%	53.85%	34.62%

Statement #7: The GC has been effective in facilitating progress meeting Strategic Plan strategies and objectives.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
4	12	10	26	15.38%	46.15%	38.46%

Statement #8: The GC provides a forum to discuss issues related to the Strategic Plan which cannot be discussed in other meetings.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
1	11	14	26	3.85%	42.31%	53.85%

Performance Counts! Rollout

Statement #9: *Performance Counts!* training workshops and materials are clear and easy to understand.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
7	13	6	26	26.92%	50.00%	23.08%

Statement #10: Learning from the experience of the four County departments included in the pilot was useful in identifying programs and developing measures for my department.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
5	14	7	26	19.23%	53.85%	26.92%

Statement #11: Our *Performance Counts!* coach was knowledgeable, and helpful in assisting our department in identifying performance measures.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
4	13	9	26	15.38%	50.00%	34.62%

Statement #12: Learning through participation in the Group coaching meetings was useful in identifying performance measures for my department.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
6	12	8	26	23.08%	46.15%	30.77%

Statement #13: *Performance Counts!* is a measurement reporting framework that is easy to explain (communicate) to managers (and supervisors) in my department.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
7	14	5	26	26.92%	53.85%	19.23%

General Elements of the Strategic Planning and Performance Measurement Implementation

Statement #14: The time spent in executive workshops has been sufficient to develop meaningful strategic directions.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
4	15	4	23	17.39%	65.22%	17.39%

Statement #15: The strategic planning terminology is language that is clear and easy to understand.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
3	17	3	23	13.04%	73.91%	13.04%

Statement #16: The County Strategic Plan assists me in leading and managing my department and preparing for future challenges.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
1	17	4	22	4.55%	77.27%	18.18%

Statement #17: *Performance Counts!* will provide meaningful data to make management decisions in my department.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
3	16	4	23	13.04%	69.57%	17.39%

Statement #18: County departments have "bought-in" to the County's strategic planning process.

Strongly Disagree/ Disagree #	Agree/ Strongly Agree #	Not Sure #	Total #	Strongly Disagree/ Disagree %	Agree/ Strongly Agree %	Not Sure %
3	12	8	23	13.04%	52.17%	34.78%

Comment Section

What recommendations would you suggest to improve the Strategic Planning Implementation Process? What other comments do you have?

Respondent 1:

We found the one-on-one time spent with the consultant to be the most useful for actual development of department's Performance Counts! measures.

The time spent in group meetings was less useful but not completely without merit. It was nice to see other departments struggling with the same types of issues but was marginally helpful in the actual development of our measures, etc.

Respondent 2:

1. Sometimes the process seems to be more of an academic exercise than a unified planning effort.

2. It sometime seems that the outside Consultants have their own agenda.
3. Help and support from the office of the CAO has been wonderful.

Respondent 3:

It would be helpful to simplify the program and establish more milestones to better assess its overall effectiveness.

Respondent 4:

This process is time consuming and very difficult to justify relevance. We are a small "fringe" department very focused on our own "serving the public" message. It has been difficult for us to educate staff and consultants as to our special circumstance.

While we give these chores our full attention, we can't help but feel the time would be better spent working internally to refine our strategic goals.

The overlap between MAPP deadlines, performance counts deadlines, performance goals for department heads and performance reviews for subordinates is maddening. The terminology in all of these programs is interchangeable and very confusing.

I'd hate to know the cost to the County of keeping this program (and its staff and consultants) going. Simplify please!

Respondent 7:

Now that the County's Strategic Plan has been adopted by the Board, it would be prudent to allow departments sufficient time to implement their individual Strategic Plans. These implementation efforts have been complicated, delayed or confused by the updates and changes that have already taken place to the Countywide plan.

There is no question that departments could (and should) do a better job of measuring results of their programs. However, some level of leadership and guidance from the CAO/Budget and Operations Management Branch would have been appreciated in this regard. A simple memorandum and a few meetings with the Budget Analyst(s) could have accomplished the desired result.

For the most part, the consultants were ignorant of departmental main missions and legal responsibilities and had to be educated in those regards. Even so, they were condescending and quite argumentative with the professional County staff. The workshop meetings, therefore, were not as productive as they could have been and generated moans and groans from the participants.

The consultants appeared motivated only by their desire to secure full-time employment with the County or to extend their contract.

Respondent 10:

1. Suggest GC members who have generally been successful in the strategic planning process and Performance Counts! be available with consultants to meet with departments struggling with the Plan or Performance Counts! and try to give them hands on help. We need to work thru the bottlenecks or apathy to get all departments to a minimum level.
2. Select some organizational measure(s) for each department that will be meaningful to the public and Board and have departments work backward to change(s) that will be needed to improve the measure(s). Some departments' strategic goals appear to be process improvement goals, not outcome driven measures of effectiveness. I believe this exercise will produce the organizational effectiveness improvements we all want. Department's may not want to deal with these outcome measures as they will be real report cards. This can be scary, but if we pick the right measures and show improvements over time and consider impacts on resources, that may come, I believe the public/Board will understand, and may provide resources to what they consider important or help us prioritize what is most important.

FINAL COMMENT: We have come a long way. Strategic planning/Performance Counts! will get better and more understood over time. Churchill's shortest speech was "Don't give up." Congrats to all and please don't give up.

Respondent 16:

One size does not fit all. Many Departments are organized to serve communities as their primary focus and not necessarily "individuals" (Sheriff, Courts, DA). Other Departments serve client service recipient individuals.

Respondent 17:

Department already has measurable time specific objectives based on State/ Federal directives.

Staff indicated external consultant interested in "selling his services" and did not control group meetings well.

Laundry list of performance measures for "administration" was requested but never received - lets don't all "reinvent the wheel".

Strategic Planning is "tough" but great progress being made.

Need to insure no duplication on strategic planning from different entities - PC, CAN, SIB, CPC, GC, etc.

Respondent 18:

Suggest repealing County Code Section 2.06.060 requiring departments to file a Biennial Report. It's duplicative of strategic planning reports, MAPP evaluations, the County's Annual Report and Performance Counts!/Budget.

Respondent 19:

Additional training for managers and line staff.

Consultants rate the department.

Share selected department's Performance Counts! measures that were developed (other than the four pilot departments).

In six months, conduct a review as to how department's benefited from process.

Respondent 20:

As implementation plans are prepared for the COLA SP Goals/Strategies/ Objectives, they should be shared with all County departments.

Periodic Progress Reports (Quarterly) on Implementation Plans would be beneficial.

As Target Dates in the Strategic Plan are updated, the information should be shared with County departments.

It would be helpful to know the CAO Vision on how performance measurement can be used as a Countywide management tool.

It would be helpful to have more visibility of the Strategic Planning Support Team and their functions.

It is unclear as to how information relating to "direction on Strategic Plan policy issues" and "strategic directions" (as these expressions are used in this survey) is being disseminated to County departments. Perhaps the strategic directions developed by the Guiding Coalition could be shared with all County departments through written meeting summaries.

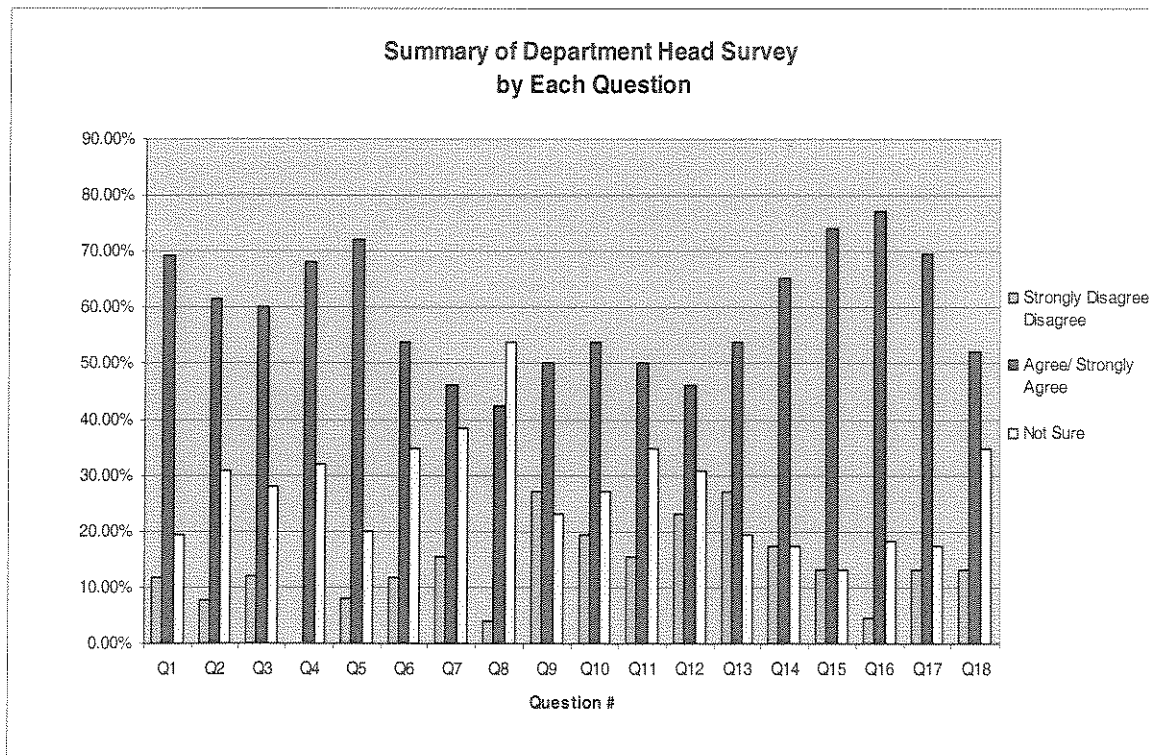
It appears that County departments may need some additional training about the purpose of strategic planning to get them to "buy-in" to the practice.

Respondent 24:

The concept of measuring performance is a good one, and I applaud the County's efforts to implement this process. Unfortunately, the process used for the Performance

Counts! Roll-out was confusing with inconsistent and contradictory message being conveyed by CAO staff and consultants.

In addition, it doesn't make sense to have a separate process for the County Progress Report. This only adds to the confusion when this concept (performance measurement) needs to be made as clear and simple as possible to achieve maximum effectiveness.



Summary of Department Head Survey by Statagic Planning Categories

